#### PHMC Environmental Management Performance Report – October 2000 Section C:2 – River Corridor



# Section C:2 River Corridor

# **PROJECT MANAGERS**

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## **SUMMARY**

The River Corridor Project consists of the following projects: 300 Area Liquid Effluent Facility (LEF) WBS 1.2.3.2, Project Baseline Summary (PBS) WM05; B-Plant, WBS 1.4.1, PBS TP01; 300 Area/Special Nuclear Materials, WBS 1.4.4, PBS TP04; Transition Project Management, WBS 1.4.6, PBS TP12; Accelerated Deactivation, WBS 1.4.8, PBS TP10; 324/327 Facility Transition, WBS 1.4.10, PBS TP08; and Hanford Surplus Facility Program (300 Area Revitalization), WBS 1.4.11, PBS TP14.

PBS WM05 is divided between WBS 1.2.3.1, Liquid Effluents (200 LEF) and WBS 1.2.3.2, 310 TEDF/340 Facility (300 LEF). The 310 TEDF/340 Facility work scope is now included in the River Corridor Project, whereas the Liquid Effluents (200 LEF) work scope has remained in Waste Management. For the purpose of performance analysis, PBS WM05 is reported in its entirety in the Waste Management Project, which has the majority of the work scope and funding incorporated in their baseline.

NOTE: Unless otherwise noted, the Safety, Conduct of Operations, Milestone Achievement, Metrics and Cost/Schedule data contained herein is as of August 31, 2000. All other information is as of September 20, 2000.

The B Plant exhaust system has been turned over to the Environmental Restoration Contract (Bechtel Hanford, Inc.) with the successful completion of two punch-list items. Bechtel Hanford, Inc. has assumed full responsibility for surveillance and maintenance of B Plant and the associated ventilation system.

Good progress continues toward Accelerated Deactivation of the 327 Facility. Accomplishments toward the Super Stretch Performance Incentive RC-2SS include shipping 24 lead-lined drums to the Central Waste Complex out of a total of 37 possible for this year, as well as disposition of all 8 fuel pin tubes, 40 legacy waste buckets (103 FYTD), and 309.6 grams of fissile material.

Removal of mixed waste from the 324 Building's B Cell is on schedule to meet the Tri-Party Agreement Interim Milestone M-89-02, due November 30, 2000. Rectangular Grout Container No. 4, which will be placed into the first Steel Waste Disposal Box (SWDB) to be shipped, is filled and ready to be loaded into the SWDB.

The Accelerated Deactivation Project is making excellent progress with 148 T-hoppers shipped to Portsmouth, Ohio as of September 19, 2000. All 184 T-hoppers have been painted in preparation for shipment to Portsmouth, Ohio. Preparations have also begun for shipment of excess uranium billets to Portsmouth, Ohio.

Fiscal-year-to-date milestone performance (EA, DOE-HQ, and RL) shows that four of five milestones (80 percent) were completed on or ahead of schedule and one milestone is overdue. The Milestone Achievement details, found following cost and schedule variance analysis, provide further information on all milestone types.

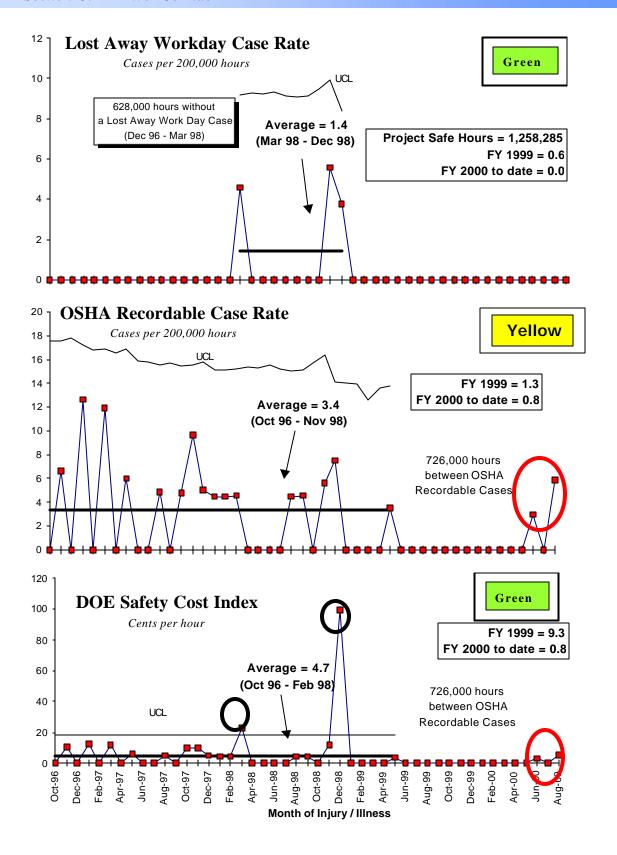
## **ACCOMPLISHMENTS**

- At the 324 Building, Rectangular Grout Container No. 4 is filled and ready to be loaded into the Steel Waste Disposal Box (SWDB) for shipment on September 26, 2000. This will be the first SWDB to be shipped.
- The 300 Area Treated Effluent Disposal Facility (TEDF) treated 5.9 million gallons of water for the month of August. Additionally, all regulatory approvals for the 300 Area process sewer Notice of Construction (NOC) have been received.
- A Technical Assistance visit with the State of Washington, Department of Ecology was conducted to review non-radioactive air program compliance. The 310 TEDF/340 Building Project was the first Fluor Hanford project to participate in the program.
- A 340 Building vault entry to test leak detectors was successful, and further, provided data for future vault entries related to tank heel removal.
- Progress toward the 327 Building Project Super Stretch Performance Incentive RC-2SS has
  included shipping 24 lead-lined drums to the Central Waste Complex. In addition, personnel
  completed disposition of all 8 fuel pin tubes, 40 legacy waste buckets, and 309.6 grams of fissile
  material.
- Fluor Hanford took part in the Facility Disposition Team for the RL Central Plateau Schedule Options Study, along with Bechtel Hanford, Inc. (BHI), and the Pacific Northwest National Laboratory (PNNL). Results of the study were presented to RL on August 16.
- The uranium disposition project is making progress with a total of 148 out of 184 T-hoppers having been shipped to Portsmouth, Ohio to date. The local media were on site for the T-hopper shipments on August 31, 2000.
- The 200 Area Accelerated Deactivation Project completed the installation of the second backflow preventor at 231-Z Facility was one month ahead of schedule.
- Four low-level burial boxes of W-059 project waste were shipped from B Plant, and damper stops
  were installed on the W-059 HVAC. Bechtel Hanford, Inc. assumed full responsibility for
  surveillance and maintenance of B Plant and the associated ventilation system on
  August 9, 2000.

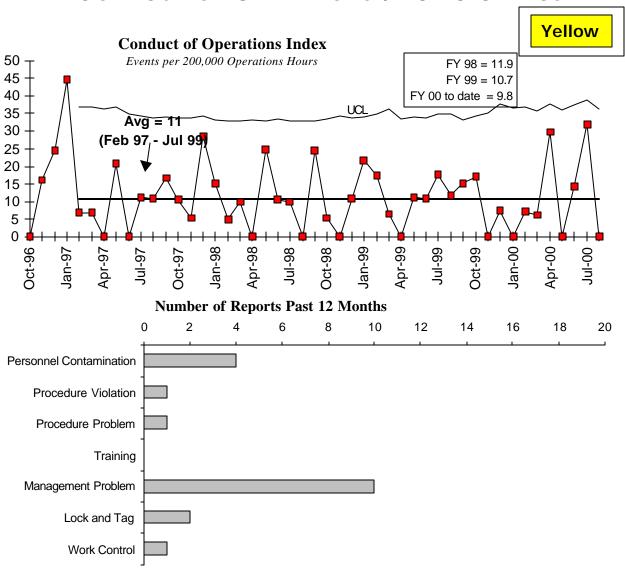
# **SAFETY**

The project has exceeded 628,000 hours without a Lost Away Work Day Case (from December 1996 to March 1998). As of August, three new OSHA recordable cases were received, breaking the run of no OSHA recordable cases since May 1999. One case was a report from June 1999 that reclassified to OSHA recordable, and two new cases in August. Although the OSHA recordable case rate is still low, the sudden arrival of three cases after such a long lull in injuries should be examined to see if it is an adverse trend. There were also four first aid cases in August, a relatively high number for RCP. The project has 726,000 hours between OSHA

Recordable Cases. The project has an overall green rating - stable at excellent rates.



# **CONDUCT OF OPERATIONS / ISMS STATUS**



RCP senior management is evaluating root cause issues to determine how and where organizational and operational improvements can be made.

# ISMS STATUS

RCP has undertaken several initiatives to maintain and increase the momentum of the ISMS program:

- A thorough management assessment was performed on implementation of Automated Job Hazards Analysis (AJHA) at RCP as a first step towards continuing improvement of this important program.
- The RCP Quality Assurance Program Plan was revised, updated and submitted to the vice president, FH Quality Assurance for approval.

Green

- RCP-MAP-002, Rev. 1 was issued strengthening the RCP management assessment process and increasing field presence of managers, assuring an effective feedback process, and validating that roles and responsibilities at all levels are understood and effective.
- A strong leader has been assigned to represent RCP as the ISMS discipline lead to the FH ISMS Center of Expertise.

# Breakthroughs / Opportunities for Improvement

# Breakthroughs

• Savings Through Alternative Disposition Strategy - Final disposition of Unirridiated Uranium fuel elements to low-level waste burial grounds vs. packaging and transportation to Portsmouth, Ohio for interim storage will save in excess of \$1M.

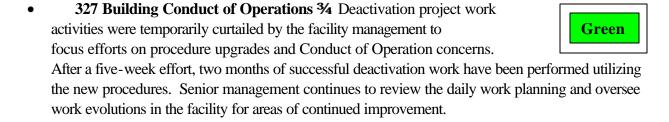


• **300** Area Accelerated Closure Plan - Based on the preparation of the 300 Area Accelerated Closure Plan an opportunity to accelerate closure of a significant portion of the 300 Area nearly four decades ahead of the current deactivation plan for an estimated savings of over \$1.0B.



# **Opportunities for Improvement**

• 324 Project Planning/Execution ¾ An emphasis on improved schedule management to ensure that critical path negative float is recovered to positive float continues. Critical path method analysis of baseline schedule and improvements to waste packaging and disposition have lead to several schedule sequence changes devised to improve baseline performance. As work progresses, the need to resequence will continue to be assessed.



# **UPCOMING ACTIVITIES**

- **Uranium Disposition 34** Complete T-hopper shipments to Portsmouth, Ohio by September 28, 2000.
- **TPA Milestone M-89-02 ¾** Complete Removal of 324 Building Radiochemical Engineering Cell (REC) B Cell Mixed Waste (MW) and Equipment by November 30, 2000.

# COST PERFORMANCE (\$M):

	BCWP	ACWP	VARIANCE
River Corridor Project	\$55.4	\$48.9	\$6.5

The \$6.5 million (12.0 percent) favorable cost variance is primarily due to performing 327 accelerated deactivation work scope and the Fluor Project Management Team re-structuring. Further information at the PBS level can be found in the following Cost Variance Analysis details.

# SCHEDULE PERFORMANCE (\$M):

	BCWP	BCWS	VARIANCE
River Corridor Project	\$55.4	\$54.4	\$1.0

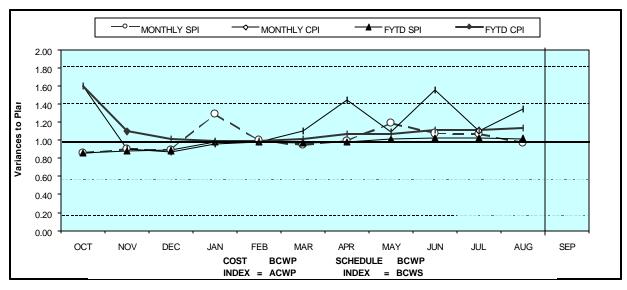
The \$1.0 million (2.0 percent) favorable schedule variance is within the established threshold. Further information at the PBS level can be found in the following Schedule Variance Analysis details.

# FY 2000 Cost/Schedule Performance – All Fund Types CUMULATIVE TO DATE STATUS – (\$000)

							FYT	D					Gr	ee	n	
	By PBS	1	BCWS	]	BCWP	1	ACWP		sv	%	CV	%	PEM		EAC	
PBS TP01 WBS 1.4.1	B-Plant	\$	(0)		0	\$	545	\$	0	0%	\$ (545)	0%	\$ (0)	\$	563	
PBS TP04 WBS 1.4.4	300 Area/ Special Nuclear Materials	\$	2,601	\$	2,593	\$	2,318	\$	(8)	0%	\$ 276	11%	\$ 2,849	\$	3,116	
PBS TP12 WBS 1.4.6	Transition Program Management	\$	15,208	\$	15,210	\$	12,222	\$	2	0%	\$ 2,988	20%	\$ 16,708	\$	12,995	
PBS TP10 WBS 1.4.8	Accelerated Deactivation	\$	1,999	\$	1,917	\$	1,861	\$	(82)	-4%	\$ 56	3%	\$ 2,142	\$	3,182	
PBS TP08 WBS 1.4.10	324/327 Facility Transition	\$	31,783	\$	32,857	\$	29,616	\$	1,073	3%	\$ 3,241	10%	\$ 34,950	\$	33,009	
PBS TP14 WBS 1.4.11	Hanford Surplus Facility Program (300Area Revitalization)	\$	2,812	\$	2,814	\$	2,319	\$	2	0%	\$ 495	18%	\$ 2,874	\$	2,930	
	Total	\$	54,404	\$	55,391	\$	48,880	\$	987	2%	\$ 6,510	12%	\$ 59,522	\$	55,795	

Notes: RL-Directed costs (steam and laundry) are included in the PEM BCWS. Transition Project Management includes NMS portion of TP12. 310 TEDF/340 Facility performance data is reported under PBS WM05 (Waste Management).

# COST/SCHEDULE PERFORMANCE INDICES (MONTHLY AND FYTD)



FY 2000	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
MONTHI Y SPI	0.86	0.90	0.89	1 29	1.00	0.94	0.99	1 19	1.07	1.07	0.97	
MONTHI Y CPI	1.60	0.90	0.87	0.96	0.98	1 10	1 44	1.09	1.56	1 11	1 34	
FYTD SPI	0.86	0.88	0.89	0.98	0.98	0.97	0.98	1.01	1.02	1.02	1.02	
FYTD CPI	1.60	1.10	1.01	0.99	0.99	1.01	1.07	1.07	1.11	1.11	1.13	
MONTHLY RCWS	\$3 649	\$5 158	\$4.089	\$3.855	\$4.290	\$5,980	\$5,433	\$6,651	\$5 259	\$4 304	\$5.736	\$5 119
MONTHI Y RCWP	\$3 131	\$4 646	\$3,654	\$4 973	\$4 270	\$5,635	\$5,398	\$7.894	\$5,644	\$4,601	\$5,545	. ,
MONTHI Y ACWP	\$1.954	\$5 141	\$4 195	\$5,206	\$4 357	\$5 135	\$3,750	\$7,221	\$3,626	\$4 161	\$4 136	
FYTD RCWS	\$3,649	\$8.807	\$12,896	\$16.751	\$21,041	\$27,021	\$32,454	\$39,105	\$44.364	\$48,668	\$54,404	\$59 522
FYTD RCWP	\$3 131	\$7,777	\$11.431	\$16,404	\$20,674	\$26,309	\$31,707	\$39,601	\$45,245	\$49.846	\$55,391	, ,
FYTD ACWP	\$1.954	\$7,095	\$11.290	\$16,496	\$20,853	\$25,988	\$29.738	\$36,958	\$40.584	\$44.745	\$48.880	

# COST VARIANCE ANALYSIS: (+\$6.5M)

#### WBS/PBS Title

#### **1.4.1/TP01** B Plant

**Description and Cause**: The unfavorable cost variance is primarily due to a technical problem while uploading the P3 file.

Impact: None.

**Corrective Action:** The problem has been corrected in P3 and the correct data will be reflected in next month's reports.

#### 1.4.4/TP04 300 Area SNM

**Description and Cause**: The favorable cost variance is primarily due to lower than planned S&M costs due to personnel working on other priority work related to Uranium Disposition. In addition, a favorable passback and lower than planned award fee assessment contributed to the variance.

Impact: None.

**Corrective Action:** Any underruns in funding will be utilized to support super stretch activities and emerging work scope.

#### **1.4.10/TP08 324/327 Facility Transition**

**Description and Cause**: The favorable cost variance is primarily due to performing 327 Facility

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accelerated deactivation work scope through work scope deletions and efficiencies.

**Impact:** Out year work scope is completed ahead of schedule.

**Corrective Action:** None.

#### 1.4.6/TP12 Transition Project Management

**Description and Cause**: The favorable cost variance is primarily due to the Fluor Project Management Team re-structuring which has mapped personnel from the sub-project to other sub-projects (i.e. Nuclear Material Stabilization), resulting in underruns in labor and contractor support.

**Impact:** None.

Corrective Action: None.

#### 1.4.11/TP14 HSFP 300 Area Revitalization

**Description and Cause**: The favorable cost variance is primarily due to lower than planned costs in associated with Accelerated Closure Plan activities.

**Impact:** No impact.

**Corrective Action:** Any underruns in funding will be utilized to support super stretch activities and

emerging work scope.

All other PBS variances are within established thresholds.

# SCHEDULE VARIANCE ANALYSIS: (\$1.0M)

All PBS variances are within established thresholds.

# FUNDS MANAGEMENT FUNDS VS SPENDING FORECAST (\$000) FY TO DATE THROUGH AUGUST 2000 (FLUOR HANFORD, INC. ONLY)

	Project Completion *			P	ost 2006 *		Line Items *			
	Expected			Expected			Expected			
	Funds	FYSF	Variance	Funds	FYSF	Variance	Funds	FYSF	Variance	
The River										
1.4 River Corridor										
TP01,TP04,TP08,TP10,TP12,TP14,WM05	47,753	47,565	188	5,168	4,783	385	ļ			
Line Item							278	159	119	
Total River Corridor Operating	\$ 47,753	\$ 47,565	\$ 188	\$ 5,168	\$ 4,783	\$ 385				
Total River Corridor Line Item							\$ 278	\$ 159	\$ 119	

<sup>\*</sup> Control Point

This reflects FH Project structure, which divides certain PBS's between projects (WM05 – WM and RCP, TP12—RCP and NMS). Consequently, these figures will differ from others reported elsewhere in this report (as generated in the PERM system).

## **ISSUES**

#### **Technical Issues**

**Issue:** Nothing to report.

# DOE/Regulator/External Issues

**Issue:** While the current schedule for completing M-89-02, "Complete Removal of 324 Building Radiochemical Engineering Cells (REC) B Cell Mixed Waste (MW) and Equipment," is targeting completion on schedule, there is no schedule contingency for equipment failure.

**Impacts:** Timely completion of the milestone could be placed in jeopardy if an equipment failure were to occur.

**Corrective Action:** A review of the options has been completed by the contractor and recommendation transmitted to RL. **This issue is closed.** 

**Issue:** The field closure work for the partial closure of the 300 Area Waste Treatment System (WATS) RCRA was completed in FY 1999, and the final report was to be issued by March 2000 per milestone TPR-99-301. This final closure report requires the issuance of the Ecology-approved Closure Plan first. However, the Closure Plan (which is to be issued in the now-delayed Modification E to the Hanford RCRA Permit), is delayed – perhaps until the second quarter of FY 2001.

**Impacts:** The submittal of the closure report to Ecology was delayed by Ecology's decision to delay issuance of Modification E, and as a result, the DOE milestone TRP-99-301 could not be met.

**Corrective Action:** Ecology agreed to accept the closure report following issuance of Modification E, and DOE agreed to delete the milestone with change request FSP-2000-034. **This issue is closed.** 

**Issue:** Approval by DOE-HQ of the Unirradiated Uranium (UU) billet Safety Analysis Report for Packaging (SARP), Revision K, is required by August 15, 2000 if any shipment is to be made during FY 2000 as requested by the customer.

**Impacts:** DOE-HQ has approved Revision K of the uranium billet Safety Analysis Report for Packaging (SARP) with a Certificate of Compliance (COC) that allows shipment of only 3 billet boxes per trailer instead of 5 boxes per trailer that was analyzed in the revision. Using this COC will increase the billet transportation cost by approximately \$200K.

**Corrective Action:** DOE-HQ has been informed of the impact, and a COC allowing five billet boxes per trailer is expected by the end of September 2000.

**Issue:** An opportunity exists for transfer of PNNL facilities into TP-14, pending resolution of the current DOE-HQ guidance to EM (pipeline suspension). PNNL has funds for FY 2001/2002 Surveillance and Maintenance (S&M) identified for transfer to FH, but these funds my no longer be available when the suspension ends.

**Impacts:** Efficiencies realized through combining these facilities into TP-14 may be jeopardized.

**Corrective Action:** PNNL has drafted a Memorandum of Agreement (MOA) to define a path forward and mechanism for doing business while FH performs necessary assessments to estimate surveillance and maintenance costs for the buildings that are being considered for transfer. Initial response received from internal review of this MOA is favorable.

# BASELINE CHANGE REQUESTS CURRENTLY IN PROCESS (\$000)

PROJECT CHANGE NUMBER	DATE ORIGIN.	BCR TITLE		BCR TITLE		BCR TITLE		FY00 COST IMPACT	SCH	TECH	DATE To FH CCB	FH CCB APR'VD	RL APR'VD		RENT ATUS
FSP-2000-064R1 FSP-2000-065	8/7/00 7/18/00 <b>ble</b> /1 <b>8/00</b> 7/19/00 7/20/00	Mark-42 Project Completion Rebastire DBS #RI-TP10 A Set A Lea DEAR RL/HQ Moratorium on Transic Confinitive Ed Defer Reb@ion-moviete Containers Defer Reb@ion-moviete Containers Defer Republic Containers On FHA Implementation Defer Engineering Studies CONFINITE CONTAINERS Defer Set Belotics Scope Defer Set Building Scope Defer 324 Building Scope	Com	o plet <b>ét</b>	x verd	0; 0; 0; 0; 1; 1; 1; × ×	06/19/00 F07/62/98S: 0Z/28/00 Early 07/28/00 N/A N/A	97 <del>/2</del> 6/98 c	# F F F F F F F F F F F F F F F F F F F	Additional function of the control o	roval TOTAL FY 2000 roject Level 1 roject Level 0 0 hange Board 4 5 5				
	ADVANCE WORK AUTHORIZATIONS														
AWA AWA AWA	7/18/00 7/10/00 8/2/00	Uranium Dispostion Project activities Characterization of 224-T Facility FHA Implementation		\$400 \$180 \$20		X X X	7/19/00 7/11/00 8/2/00	7/20/00 7/11/00 8/3/00	07/13/00	FSP-2000-075 FSP-2000-068 FSP-2000-064	3				

# MILESTONE ACHIEVEMENT

Only TPA/EA milestones and all FY 2000 overdue and forecast late milestones are addressed in this report. Milestones overdue are deleted from the Milestone Exception Report once they are completed. The following chart summarizes the FY 2000 TPA/EA milestone achievement and a Milestone Exception Report follows. The last milestone table summarizes the first six months of FY 2001 TPA/EA milestones.

	FY 2000 Tri-Party Agreement / EA Milestones								
M-92-13	"Submit 300 Area SCW Project	<b>Due 9/29/00 -</b> Completed 6							
(TRP-00-902),	Management Plan to Ecology Pursuant to	months early (3/28/00).							
	Agreement Action Plan Section 11.5,"								
	DNFSB Commitments								
	Nothing to report.								

# MILESTONE EXCEPTION REPORT

Number/WBS Level Milestone Title Baseline Forecast Date Date

Overdue - 1

**TRP-99-933 RL** Containerize Dispersible Under 2A Rack 04/30/00 11/24/00

1.4.10

**Cause:** It has been determined it is more efficient to complete dispersible collection once size

reduction of miscellaneous items is completed.

**Impact:** No impact.

**Corrective Action:** No corrective action is required.

## FORECAST LATE - 0

	FY 2001 Tri-Party Agreement / EA Milestones								
M-89-02	"Complete Removal of 324 Building	<b>Due 11/30/00</b> - Work towards							
(TRP-99-901),	Radiochemical Engineering Cells (REC) B	completion of M-089-02							
	Cell Mixed Waste (MW) and Equipment,"	continues on schedule.							
	DNFSB Commitments								
	Nothing to report.								

### PERFORMANCE OBJECTIVES

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Outcome	Performance Indicator	Status
	FDH-RC-2 Accelerate 324/327 Deactivation.	On track – no issues. Current Life Cycle Schedule Variance 0.7% and Life Cycle Cost Variance 1.4%. Total float is at 65 days.
Restore	FDH-RC-2SS  Continue Acceleration of 324/327 Deactivation – Complete 327 Facility accelerated deactivation activities by September 2000.	On track – four new PF-21 shipping containers were received, and four lead-lined drums were shipped for a total of 24 to date.
the River Corridor for Multiple Uses	FDH-RC-3SS  Disposition Uranium Complete disposition of ~1865 Metric Tons (MT) of Hanford Uranium by September 2000.	Unrecoverable – RL has directed the shipment of $UO_3$ and billets with RL identified funds.
	FDH-RC-5SS Accelerate 300 Area Closure Project.	Complete – Plan issued June 30, 2000. Feedback received in DOE Executive Evaluation Report is positive.
	FDH-RC-5SS-2 Accelerate Cleanup of zone 4 of 300 Area.	Unrecoverable – No funds identified to support completion of physical work. Engineering Evaluation/Cost Estimate is in process.
Multiple	Comprehensive performance	All baseline work projected to be complete per PI requirements.  Additionally, NFDI performance for the year has met or exceeded the Comprehensive PI criteria.

# **KEY INTEGRATION ACTIVITIES**

- Continue implementation of National Facility Deactivation Initiative (NFDI) DOE-complex
  implementation plan. Key accomplishments include a deactivation plan for Savannah River Site's F
  Canyon; evaluation of buildings for transfer into DOE-EM at Oak Ridge, Pantex, and Hanford;
  stabilization assistance for Brookhaven's High flux Beam Reactor; deactivation assistance for
  facilities at INEEL, Nevada Test Site and Hanford's 300 Area.
- The River Corridor Project (RCP) 324 Building B Cell project, along with the Spent Nuclear Fuel Project (SNF), developed an alternative plan for the fuel removal activity. Agreement to use a longer inner canister for the fuel permits greater end shielding and allows manual welding and testing in the Cask Handling Area (CHA), rather than the more expensive, remote effort in B Cell. SNF and RL are reviewing the options study to determine cost savings against the 200 Area Interim

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Storage life cycle costs. Following the review, a memorandum of agreement will be issued documenting the interface between SNF and RCP.

- With support from EM-50, AEA Technology recently completed two draft reports in support of future RCP deactivation tasks: (1) Option Study for Inspection, Sampling and Remediation for Tank T-105 in the HLW Vault in Building at Hanford; and (2) Options Study for B Cell HVAC Duct Remediation. Both reports will be issued before September 30, 2000. The following topics were proposed by RCP:
  - Demonstration and Deployment of the AEA Artisan-100 Arm for Hot Cell Deactivation
  - Options Study on Intact Removal and Disposal of 327 Facility Hot Cells
  - 324 Facility High-Level Vault Tank T-105 (cont'd from FY00)
  - HVAC Duct Remediation 324 and 327 Hot Cells (mock-up and equipment demonstration)
  - Dry Decontamination of 327 Hot Cells
  - 340 Vault Tank Heel Removal

DOE-HQ is in the process of prioritizing all projects suggested for assignment to AEA Technology. BHI, as well as other DOE sites, have proposed projects to the Decontamination and Decommissioning Focus Area. Decisions on selected projects should be made in the September-October timeframe.

- Through involvement with the National Facility Deactivation Initiative, Hanford, Rocky Flats, and Savannah River are working to submit a joint proposal for a contaminated large equipment size reduction system deployable at the three sites.
- RCP issued a letter of support to DOE-RL to participate as a "non-host deployment site" in a proposal led by PNNL and West Valley. The West Valley Demonstration Project is deactivating hot cell facilities with similar decontamination and decommissioning challenges to RCP facilities. The project would fund FH on an Integrated Contractor Team (ICT). The ICT will influence the identification and selection of technologies. Based on successful demonstration at West Valley, FH will consider the best technologies for use at RCP.